

# Data Governance Program Manual



**Version 1**

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## Table of Contents

Introduction and Mission	3
Executive Summary	4
Understanding Data Governance	6
The Data Governance Structure	9
Executive Policy Council	
Data Governance Board	
Data Stewards Committee	
Office of Student Information	
Office of Management and Enterprise Services	
External Advisory Committees	
Schedule	
Appendix A: Data Governance Program Team	17
Appendix B: Glossary of Terms	18

### **Introduction: *Establishing an Enterprise-wide Data Governance Program and its Impact***

As with all programs, OSDE Executive Leadership expects that all development projects will support and comply with data governance efforts. Data governance is an internal operational function of the organization that will support improved data quality, as well as consistent data use across the organization and with business partners, while ensuring that student privacy is protected. It will enable OSDE to improve business analytics and thereby empower data-driven decision-making. Data governance can facilitate changes required to make the Oklahoma State Department of Education more productive, more efficient and more effective. Most important is the willingness of those involved – both participating in and effected by the OSDE data governance program – to work collaboratively to achieve the best result for the agency through a process that allows all voices to be heard.

### ***Oklahoma State Department of Education Data Governance Program Mission Statement***

The Data Governance mission is to ensure that the highest quality data are collected, used and made available to key stakeholders through coordinated efforts within the agency for the purpose of improving efficiency, protecting privacy and enabling better decision making by policymakers and educators.

### Executive Summary

#### *Understanding Data Governance*

Data governance supports decision-making in data-related matters, such as the availability, usability, integrity, and security of the data. An effective data governance program includes a defined set of procedures and policies, a plan for executing those procedures and policies, and an agency-wide perspective.

In order for its data governance program to be effective and to accomplish the Agency's mission, the Oklahoma State Department of Education (OSDE) will put the necessary personnel, policies, procedures, and organizational structures in place to make data accurate, consistent, and secure.

Effective data governance can make the agency more efficient by reducing costs, establishing accountability and ensuring transparency, and building standard, repeatable processes regarding data activities and communication. To do so, however, the data governance program requires active and ongoing participation and commitment of executive leadership, business owners, enterprise data management, Federal program areas, and Information Technology, as well as consultation with external education stakeholders.

At the Oklahoma State Department of Education, the focus of the Data Governance Program is to

- Promote data quality
- Eliminate redundancy in data collections
- Eliminate OSDE data silos
- Establish data security
- Protect Confidentiality and Privacy
- Define the protocols and procedures for OSDE/OMES to ensure that governance is enforced

#### *The Data Governance Structure*

In order to achieve these goals, data governance is planned, managed, and implemented through a three-tiered structure under the leadership of the State Superintendent of Public Instruction:

- The **Executive Policy Council** ensures that data governance is aligned with the strategic direction of the OSDE, ensuring that data governance efforts address all relevant and mission-critical needs of the enterprise. It manages data governance as an integrated program rather than as a set of unconnected projects. Finally, it recommends data governance solutions and priorities to the State Superintendent of Public Instruction for approval.
- The **Data Governance Board** develops implementation plans for agency policies. It proposes data governance solutions and priorities to the Executive Policy Council for review, and communicates with internal stakeholders, key data users, and external stakeholders. It identifies staff (data stewards) to oversee areas of data domains.
- The **Data Stewards Committee** implements the OSDE's plans and policies, analyzes any tactical problems that arise, advises the Data Governance Board and resolves technical issues accordingly.

## **Data Governance Program**

The three-tiered governance structure outlined above will require engagement and support from other critical stakeholders: the OSDE Office of Student Information, OMES-ISD and two External Advisory Committees.

Effective and frequent communication is essential for successful data governance and requires that executive leadership and the Data Governance Board tell stakeholders what steps are being taken and why, inform all relevant stakeholders about how data governance will benefit them, and listen to stakeholders to incorporate their ideas and feedback into the data governance program. Input and feedback makes governance efforts more effective in achieving mission-critical goals and is vital for successful data governance.

### Understanding Data Governance

**Data Governance** refers to decision-making and authority addressing data-related matters, such as the availability, usability, integrity, and security of the data employed in an enterprise and is one piece of the overall data management system.

**Data Governance Program** consists of the individuals and processes that address student privacy, data quality, data management, data policies, business process management, and risk management surrounding the handling of data in an organization and the governance bodies that have responsibility for implementing and enforcing policies and guidance involving data.

**The Mission of OSDE Data Governance** is to ensure that the highest quality data is collected, used and made available to key stakeholders through coordinated efforts within the agency for the purpose of improving efficiency, protecting privacy and enabling better decision making by policymakers and educators.

#### ***The Goals of OSDE Data Governance:***

- Promote data quality
- Eliminate redundancy in data collections
- Eliminate OSDE data silos
- Establish data security
- Protect Confidentiality and Privacy
- Define the protocols and procedures for OSDE/OMES/ISD to ensure that governance is enforced

#### ***OSDE Data Governance Program Objectives***

With the development and implementation of an enterprise Data Governance Program for the Oklahoma State Department of Education, the following results are expected:

- Reduce duplication of data collections (SLDS and non-SLDS)
- Consolidate data reports and improve efficiency
- Increase transparency of data collections and data usage
- Improve internal communication and oversight
- Review, update and monitor the review process for requests for data and information reports from internal and external stakeholders
- Establish processes to ensure that all OSDE published reports meet individual privacy and confidentiality standards
- Respond to requests for data and information in a timely fashion
- Ensure clarity, accuracy and validity of published data and information reports
- Maintain active participation in governance efforts from all areas of the agency (program areas, research and accountability, operational units such as legal, finance and human resources), and the Information Services Division (ISD) of the Office of Management and Enterprise Services (OMES)
- Development and implementation of governance and stewardship processes and training

## **Data Governance Program**

### ***The Process of OSDE Data Governance***

The process of data governance is determined by the goals of the OSDE Data Governance Program stated above. To achieve these goals, the data governance program will:

- Adopt data governance policies and procedures to ensure data consistency, data standardization, data use, and data exchange.
- Create a formal structure to standardize data across the enterprise.
- Provide a central mechanism for communicating data-related initiatives across the enterprise.
- Serve as a liaison between business and technical groups, both internal and external.
- Define and enforce best practices in data standardization and data quality.

### ***What Data Governance Isn't***

Understanding what data governance *is not* can help focus on what it *is*.

Data governance is *NOT*:

- Data cleansing or extract, transform and load data (ETL)
- Data warehousing
- Database design
- Project management

While each of these is affected by or related to the data governance program, data governance addresses more than these disciplines and each of these areas has facets beyond data governance, such as technological and architectural solutions.

### ***Enterprise-Wide Data Governance Program***

Data governance provides and enforces enterprise-wide data standards, common vocabulary, reports and the development and use of standardized data. It enables OSDE to more easily integrate, synchronize and consolidate data from different OSDE divisions. In addition, it enables the exchange of data with other agencies and organizations in the state (as legally required or permissible) in a consistent format, allowing for better and more secure communication through shared or known terms and report layouts.

The Data Governance Program brings an enterprise-wide focus to data-related matters and ensures that division- or process-specific silos do not exist without consideration of their role within the larger system. OSDE will manage data governance as an enterprise-wide program rather than as a series of disconnected, one-off projects.

## Data Governance Program

The scope of responsibilities for the Data Governance Program includes all data across the agency. This includes:

- source data collections, both SLDS and non-SLDS collections;
- Statewide Longitudinal Data System;
- privacy, confidentiality and security of data;
- data quality, validation and certification – including rules for validation and certification;
- prepared public reports and accessibility to aggregate data;
- ad hoc external data requests, including federal and legislative and research requests;
- internal and external access to data – including rules for dashboards and other data tools; and
- communications - including advanced notice of changes and deadlines.

### ***OSDE-OMES-ISD Partnership***

Data Governance will support the OSDE as it deploys new data architectural principles, such as the Statewide Longitudinal Data System, and expands existing technology, such as the WAVE, in an effort to centralize and standardize data collections. OSDE will engage OMES ISD in its on-going data governance activities to ensure appropriate coordination between data and technology across the organization.

### ***Policies and Procedures***

Data governance encompasses the people, processes and procedures to create an enterprise-wide view of OSDE data in order to increase consistency and confidence in decision-making, enhance data security, and improve efficiency and cost. The data governance policies serve as the backbone of the data governance program and ensure that the governing of data is *not optional*. **The State Superintendent of Public Instruction will approve all data governance policies that best support the OSDE data system, protect student privacy and make recommendations to the Governor and State Board of Education as required by law.**



### The Data Governance Structure

#### *Overview*

The Data Governance Program will consist of a three-tiered structure, as represented in Figure 1 below, with the State Superintendent of Public Instruction having ultimate review and decision-making authority:

- At the top tier, the Executive Policy Council (EPC) establishes the strategic vision and sets goals for the agency. The EPC reviews the recommendations of and resolves issues escalated by the Data Governance Board (DGB). The EPC advises the State Superintendent on data-related issues and final decisions regarding recommendations of the Data Governance Board.
- At the second tier, the DGB develops processes and procedures, and proposes project priorities, to ensure that the data systems of the OSDE provide the information needed to achieve the agency's goals and realize its strategic vision. The DGB approves the recommendations of and resolves issues escalated by the Data Stewards Committee (DSC).
- At the third tier, the DSC implements the strategic processes and procedures. The Data Stewards identify and research data issues that require the attention of – as well as make recommendations to – the DGB.

Issues escalate up through this structure to the State Superintendent; implementation flows down from the State Superintendent to the DGB, and then to the DSC.

#### *Executive Policy Council (EPC)*

The EPC would consist of the state superintendent, chief of staff, assistant superintendents, additional members of the OSDE leadership team, and the OMES director of education. Responsibilities of the EPC include:

- setting the overall mission and strategic goals of the data governance program;
- securing the support, resources, and cooperation needed to operate the program;
- resolving problems and unresolved issues escalated from the Data Governance Board (DGB);
- advising the State Superintendent from an agency-wide perspective – or “enterprise perspective” – that is, based on what is best for the organization as a whole instead of what is merely desirable for a given division or program area;
- ensuring that each division and offices are represented on the DGB and DSC and regularly attend and participate in the meetings of these two committees.

In situations where state statute requires review or approval of data governance decisions by the State Board of Education, the Governor or the legislature, the State Superintendent would submit a recommendation and supporting materials to those bodies for final decision-making.

## Data Governance Program

Figure 1: Data Governance Structure.

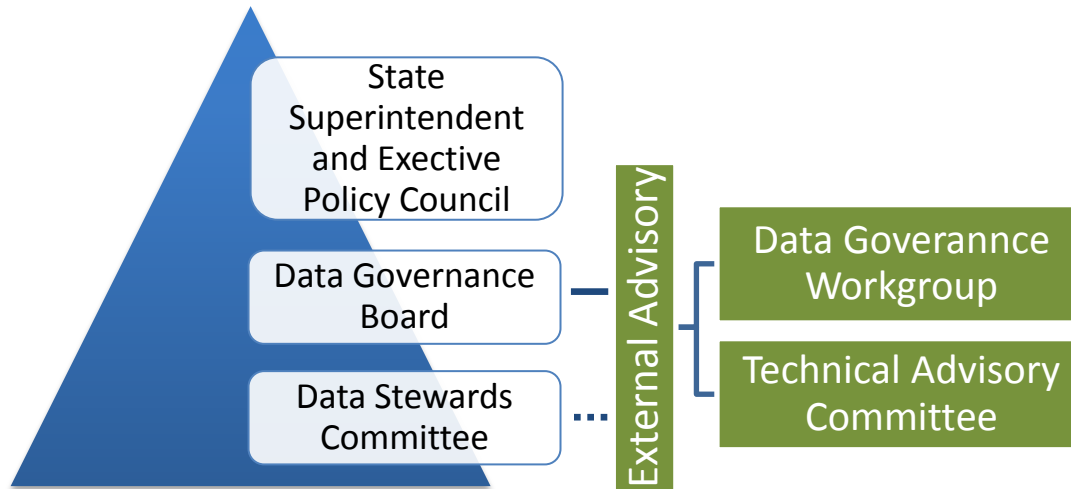
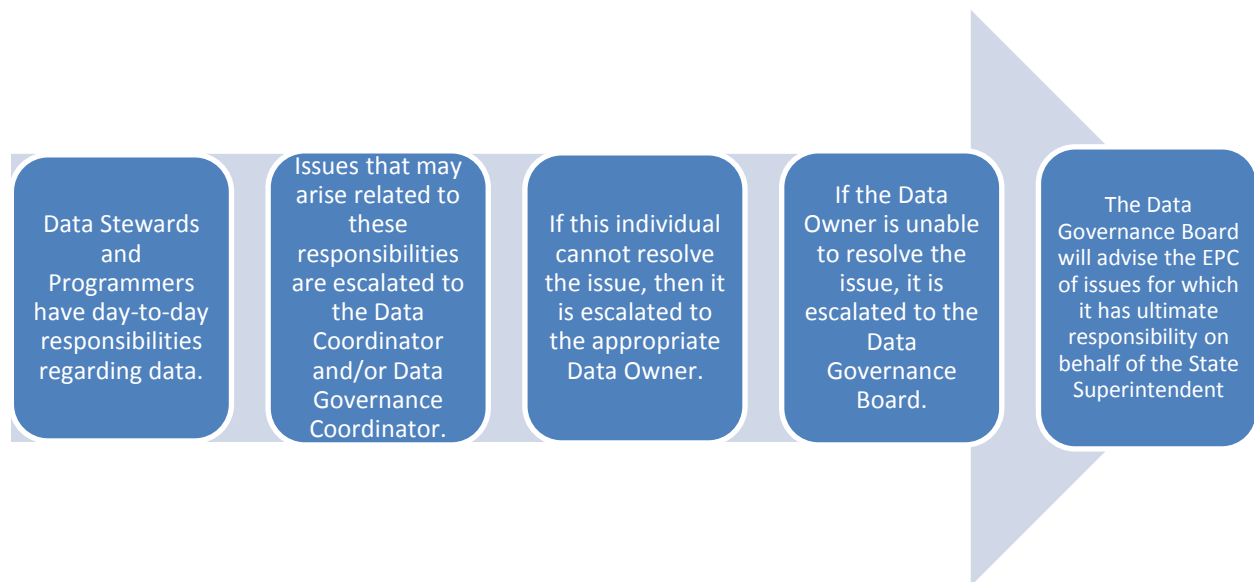


Figure 2: Escalation of data issues within the OSDE Data Governance Structure



## **Data Governance Program**

### ***Data Governance Board (DGB)***

The OSDE Data Governance Board includes the executive directors and program directors – i.e., “data owners” from across the agency – as well as the data governance coordinator and the OMES education director. Data owners are the individuals ultimately responsible for defining, collecting, ensuring protection of data, and authorizing access to applications and their associated data.

### ***Responsibilities of Data Owners***

- Managing access to information and computing assets for OSDE personnel within his/her division/program;
- Ensuring validity and reliability of data;
- Assigning data stewards;
- Reviewing each application’s data access rules on a regular basis;
- Communicating each application’s data access requirements and data classification; and
- Safeguarding the confidentiality, privacy, and security of any information that has been entrusted to his/her team for business purposes.

### ***Guiding Principles of the Data Governance Board***

- Ethics and security will be a part of every decision the group makes.
- Student privacy will be a primary consideration for all decisions.
- Members are empowered to make policy recommendations from an agency-wide perspective.

### ***Goals and Objectives of the Data Governance Board***

- Achieve consistency in collecting and reporting data across various Agency teams and source systems.
- Achieve high quality data in our collection, analysis, and reporting.
- Respond in a timely manner to data issues that are escalated to the Data Governance Board.

### ***Responsibilities of the Data Governance Board include***

The two-part function of the DGB is to 1) recommend solutions and escalate issues to the State Superintendent and EPC, and 2) oversee the implementation of and enforce agency policies related to data management.

#### **1. Recommend Solutions and Escalate Issues:**

- Resolve any issues escalated from the Data Stewards Committee (DSC) and escalate any issues that cannot be resolved by the DGB to the EPC.
- Review and recommend data-related policies and program-level decisions at OSDE.
- Proposing project prioritization.

#### **2. Oversee Implementation and Enforce Policy:**

- Develop plans and processes for the implementation of agency data governance policies.
- Identify staff (data stewards) to oversee specific data elements.

## **Data Governance Program**

### **Additional Responsibilities:**

- Communicate with internal stakeholders and key data users.
- Solicit input from the External Advisory Committees or other data stewards as needed.

### ***Data Stewards Committee (DSC)***

The Data Stewards Committee provides tactical-level implementation of the OSDE's data-related policies. It will also receive assignments and priorities from the DGB. The data stewards, designated by data owners on the DGB, will follow the data standardization policies and procedures for development of new data standards and metadata definitions. Members of the DSC will be subject matter experts most literate on data and database systems and on all the business processes that use the data. Data stewards should also include data architects, database administrators, and technical end users. The group members will outline the necessary components of the data governance initiative to meet the strategy as outlined by the EPC and DGB. For instance, they will do impact analyses to determine how changes in specific data sets will affect the business and help resolve data quality problems.

If a development project identifies data problems, the DSC will invite a representative of the project either to (a) discuss the problem and its possible solutions, or (b) help with research conducted by the data stewards. The DSC will forward recommendations to the DGB for review and ultimately to the State Superintendent for approval (in consultation with the EPC).

The main objective of data stewardship is to assist in managing OSDE data assets to improve their validity, accessibility and quality. The DSC also serves as overall coordinators for enterprise data delivery efforts. The members of the DSC work with business owners, managers and users to continually improve agency data flow; the members of the DSC implement agency policy.

### ***Guiding Principles of the Data Stewards Committee***

- Ethics and security will be a part of every decision the group makes
- Student privacy will be a primary consideration for all decisions.
- Members of the Data Stewards Committee have the knowledge and insight to inform and advise the DGB, as well as advocate in support of OSDE data initiatives.

### ***Goals & Objective of the Data Stewards Committee***

In most cases, the people identified for the roles described above are staff already working closely with the data and have reporting responsibilities. Data stewards will be provided by OSDE with the knowledge, tools, forums, and processes to become effective and efficient in this role. The following responsibilities will be more formalized and recognized through involvement with the Data Stewards Committee:

- improving accountability for data accuracy;
- attaining a "single point of truth" for data (identify the "master" source of data, who is the true "owner" of data, and to minimize redundancy in data collection);
- improving productivity by having a central and efficient electronic data reporting process in place;
- improving reusability of data;

## **Data Governance Program**

- improving understanding of data;
- improving reporting capability and timeliness of reporting;
- improving data quality in order to reduce the cost of work efforts in relation to data clean up and analysis; and
- better understanding and communicating with appropriate OSDE staff about any federal and state legislation that will impact OSDE data.

### ***Responsibilities of the Data Stewards Committee include***

- managing the definition, production, accountability, and usage of data;
- focusing on maximizing data quality and efficiently managing the data enterprise-wide, not solely within one's division;
- providing data analysis related to his/her specific program area;
- evaluating data quality;
- identifying opportunities to share and re-use data;
- enforcing data quality standards;
- identifying and helping to resolve data quality issues, such as integrity, timeliness, accuracy, completeness, etc.;
- escalating issues, as necessary, to the DGB;
- communicating new and changed data requirements; business needs for data security; and criteria for archiving data to necessary individuals;
- implementing federal and state legislation involving data elements and reporting requirements, including reviewing Federal Register Notices, at the direction of the State Superintendent;
- sharing tools and resources;
- supporting the data owner who is accountable for making sure the designated data stewards carry out responsibilities;
- fostering an environment of learning and sharing expertise in relation to data stewardship throughout the agency; and
- soliciting input from the External Advisory Committees or other data stewards as needed.

### ***Specific Data Steward Responsibility Areas***

#### Federal Reporting (EDEN/EDFacts):

- Identify & record EDEN/EDFacts metadata documentation such as business rules, transformations, and source information.
- Confirm that source data is ready for extract to EDEN repository.
- Spot-check data transformations in EDEN repository.
- Verify data accuracy of EDEN/EDFacts files.
- Work with EDFacts Coordinator and programmer to resolve any data quality issues.
- Submit data (or request that data be submitted) to EDEN/EDFacts

#### External Data Requests:

- Support the Office of Legal Services as requested in preparing and publishing/releasing data.
- Assist in determining the best source to fulfill data requests.

## **Data Governance Program**

- Assist in determining if data / report already exists and can be utilized.
- Communicate with the Data Owner about data from their program area being sent outside of the OSDE, as necessary depending on customer and data.

### Enterprise Data Management:

- Identify and record enterprise-wide metadata such as business rules, transformations, and source information in OSDE meta-data repository.
- Confirm that source data are ready for ETL (extract, transform, & load) to the data warehouse.
- Participate in the data quality and validations activities related to WAVE/SLDS reports for historical and ongoing data loads.
- Participate in the establishment and validation of quality metrics for internal and public reports.
- Provide input as requested for the development and use of data marts and/or public reports.
- Be aware of any data marts, aggregations or other public reports utilizing the specific program area data.

### Source Collection Systems:

- Assist in evaluation of source system enhancements based on data quality issues.
- Monitor functionality of systems to ensure needs are being met.
- Escalate issues and communicate with owner when necessary.
- Act as subject matter expert for enhancement and development projects.

### Non-WAVE Collections:

- Review existing WAVE and non-WAVE collections to determine if data is already collected in another collection; make suggestions for how existing data might be used instead.
- Participate in the establishment and validation of quality items and metrics to be used in non-WAVE collections.
- Determine if data received in non-WAVE collections meets established quality and validation metrics before use by OSDE or outside entities.

## ***Integrating Data Stewards into System Development***

OSDE will integrate and involve data stewards into the decision-making regarding system development projects as subject matter experts. This will enable the data stewards' expertise to be used right from the beginning planning stages. The system development project phases are listed below:

### Concept

- Work with OSDE program staff to identify and communicate needs to OMES.

### Initiation

- Work with OMES to evaluate the OSDE program area request.

## Data Governance Program

### Planning

- Planning (identify roles, time commitments, tasks, etc).
- Develop requirements documentation.
- Analysis of business requirements.

### Execution

- Design of the new system.
- Develop the new system.
- Test the new system.
- Implement the new system.

### Closure/Follow Up

- Provide ongoing support and maintenance.
- Propose any necessary enhancements to the system [Return to Concept]

### ***The Office of Student Information and Data Governance***

The Office of Student Information will provide support for and facilitation of the OSDE Data Governance Program. The executive director is the data governance program sponsor and designates a staff member to serve as the data governance coordinator. The data governance coordinator provides support to all committees; drafts data governance documents, disseminates materials and information, facilitates DGB meetings and provides status reports to the EPC.

### ***OMES-ISD and Data Governance***

The Office of Management and Enterprise Services (OMES) Information Support Division (ISD) provides the technology infrastructure for the State Department of Education, as opposed to an Information Technology division within the department as in many state education agencies. For this reason, the ***OSDE/OMES Review Committee (SORC)*** will coordinate and provide oversight of OSDE and OMES joint data system coordination activities and will perform review and advisory functions for the DGB before recommendations are made to EPC. Since so many OSDE data activities require both OSDE and OMES engagement and coordination, the SORC will provide a standing forum for coordination of activities between OSDE data governance and OMES technology services. The SORC will be comprised of the OSDE data governance coordinator, OSDE data coordinator, the OMES chief architect and key business and/or program analysts from both agencies. The committee's goals are to review DGB recommendations, provide feedback to the DGB, and develop processes for coordinating implementation of new or updated data governance policies.

### ***External Advisory Committees***

To maximize the success of the OSDE data governance program, the OSDE will gather input of both external data managers and users through two External Advisory Committees (see Figure 1 above).

## Data Governance Program

- The **Data Governance Workgroup** is made up of External Policy Advisors who provide input and feedback to the Data Stewards Committee and/or Data Governance Board on potential changes to data-related collections, reports and OSDE policies. It consists of 10-15 representatives in policy or leadership positions from local education agencies and schools (e.g., district superintendents or assistant superintendents, chief information officers, directors of assessment and/or accountability, or principals), as well as representatives of local education partner organizations and other state agencies.
- The **Technical Advisory Committee** is made up of External Technical Advisors who provide input and feedback on potential changes to data-related standards, collections, privacy and access issues, submissions, and reports produced by the OSDE. It consists of 15-20 representatives in technology, data management, or data analysis positions from local education agencies and schools (e.g., district data and/or technology coordinators or data managers, district assessment and/or accountability staff, school data managers), as well as representatives of local education partner organizations, local SIS vendors and other state agencies.

Integrating these external stakeholders in the OSDE data governance program will improve data governance since those outside the internal OSDE governance structure often identify new issues, potential risks and possible solutions. Such engagement also encourages cooperation with the inevitable changes that data governance will require, whether they are changes in work processes or they are as simple as adapting to standard data formats and terminology. External stakeholders, such as superintendents and technology/data coordinators in districts, will be engaged formally to provide feedback on potential data system changes and help in the planning, design and review process.

### ***Schedule***

Data governance will be managed as an on-going program with tasks related to the overall strategic goals of OSDE. The governance committees will meet monthly and program activities are to begin January 2014.



## Data Governance Program

### Appendix A. OSDE Data Governance Program Membership<sup>1</sup>

<i><b>OSDE DIVISIONS</b></i>	<i><b>EXECUTIVE POLICY COMMITTEE</b></i>	<i><b>DATA GOVERNANCE BOARD</b></i>	<i><b>DATA STEWARDS COMMITTEE</b></i>
Executive Leadership	Janet Barresi Joel Robison		
Accountability, Assessment and Accreditation		Michael Tamborski Lynn Jones Tammie Hall Kurt Bernhardt	Michael Tamborski Rebecca Logan Christy Hanshew Tammie Hall Matt Morgan
Child Nutrition	Joanie Hildenbrand	Joanie Hildenbrand Laura Meissner Barbara Simmons	Joanie Hildenbrand Laura Meissner Barbara Simmons
Communications	Phil Bacharach	Phil Bacharach	
Department Services (Student Information and Transportation)	John Kraman	Autumn Daves	Duane Brown Dawn Williams Trent Gibson Tommie Jones Nikola Gjorcevski Princess Loftis
Educator Effectiveness (ACE, TLE, Lifelong Learning)	Kerri White	Melissa White Jenyfer Glisson Pam Blundell Jeff Smith	Melissa White Jenyfer Glisson Pam Blundell Jeff Smith Jennifer Wilkinson Joy Hermansen
Federal Programs	Ramona Coats	Melissa McGavock Gloria Bayouth	Melissa McGavock Kay Townsend Debbie Pham Bo Merritt Daniel Fryar
Financial Services	Mathangi Shankar Keith Hicks	Nancy Hughes Renee McWaters	Nancy Hughes Renee McWaters
Instruction	Marsha Thompson	Teri Brecheen Lori Boyd	Teri Brecheen Lori Boyd Glen Henry Michele Sprague Jennifer Lamb Martha Eaves Timmie Spangler Kayla Hindman
Legal	Kim Richey	Kim Richey Yolanda Downing Stephanie Moser	
Policy Implementation	Colleen Flory	Rachael Nalliah	
School Turnaround, School Choice and, C3 Partnership	Richard Caram	Sam Duell Iva Owens	Amanda Drew Sarrah Burleson
Special Education Services	Rene Axtell	Cynthia Valenzuela	Cynthia Valenzuela LouAnne Mullens Fran Ferrari Jeanette Atha
OMES-ISD	Leea Mote	Leea Mote Derrel Fincher	Leea Mote Derrel Fincher

<sup>1</sup> To be updated annually

## Appendix B. Glossary of Terms

Term*	Meaning	Example
<b>Access Management</b>	A discipline that focuses on ensuring that only approved roles are able to create, read, update or delete data – and only using appropriate and controlled methods. Data Governance programs often focus on supporting Access Management by aligning the requirements and constraints posed by Governance, Risk Management, Compliance, Security, and Privacy efforts.	
<b>Business Rule</b>	A statement expressing a policy or condition that governs business actions and establishes data integrity guidelines.	Example: Grade level Business Rule – To be considered eligible for Kindergarten the student must be five years old by a specific date that is determined by the state.
<b>CRUD</b>	Create, Read, Update, and Delete. Used to describe access rights for data.	
<b>Change Control</b>	A formal process used to ensure that a process, product, service or technology component is modified only in accordance with agreed-upon rules. Data Governance programs often extend the scope of change control to include additions, modifications, or deletions to data models and values for reference/master data.	
<b>Chief Information Officer (CIO)</b>	Typically responsible for inter- and intra-agency policy and sharing with regard to information systems. The CIO is critical to negotiating the politics, exercising the influence in program areas beyond IT, engaging with and aligning the districts, and overseeing the financial resources to make the information system successful.	
<b>Common Education Data Standards</b>	A national collaborative effort to develop voluntary, common data standards for a key set of early childhood, K-12, postsecondary variables and workforce (e.g., demographics, program participation, transition and course information) coordinated by USED National Center for Education Statistics. CEDS elements focus on standard definitions, code sets, and technical specifications of a subset of key data elements.	
<b>Compliance</b>	A discipline, a set of practices and/or an organizational group that deals with adhering to laws, regulations, standards, and contractual arrangements or requirements.	Examples: regulatory, contractual, adherence to internal standards, policies and architectures, and conformance to rules for data management, project management, and other disciplines.
<b>Control</b>	A means of managing a risk or ensuring that an objective is achieved. Controls can be preventative, detective, or corrective and can be fully automated, procedural or technology-assisted. Controls can include actions, devices, procedures, techniques or other measures.	

## Data Governance Program

Term*	Meaning	Example
<b>Data Architecture</b>	A discipline, process and program focusing on integrating sets of information. One of the four Enterprise Architectures, along with Application Architecture, Business Architecture, and System Architecture.	
<b>Data Classification</b>	Degree of sensitivity for each piece of data in terms of access and use. Data that is private, personal or proprietary and must be protected from unauthorized access.	<ul style="list-style-type: none"> <li>• Public: Course catalog;</li> <li>• Sensitive: average test scores for a school;</li> <li>• Restricted: student-level academic record, social security number</li> </ul>
<b>Data Definition</b>	The description or meaning for a data field.	LEAVER-REASON-CODE: Reason a prior year grade 7-12 student has not enrolled in the district during the current school year.
<b>Data Dictionary</b>	A database about data and database structures. A catalog of all data elements, containing their names, structures and information about their usage, for the benefit of programmers and others interested in the data elements and their usage.	
<b>Data Element</b>	The smallest piece of information considered meaningful and usable. A single logical data fact, the basic building block of a Logical Data Model	Leaver or exit reason
<b>Data Element Name</b>	Name of a distinct piece of data.	LEAVER-REASON-CODE
<b>Data Governance</b>	The exercise of decision-making and authority for data-related matters. The organizational bodies, rules, decision rights and accountabilities of people and information systems as they perform information-related processes. Data Governance determines how an organization makes decisions.	
<b>Data Governance Coordinator</b>	Staff person designated with responsibility for the implementation and oversight of the OSDE data management goals, standards, practices, processes and technology.	
<b>Data Governance Framework</b>	A logical structure for organizing how the organization thinks about and communications Data Governance concepts.	
<b>Data Governance Methodology</b>	A logical structure providing step-by-step instructions for performing Data Governance processes.	
<b>Data Governance Office</b>	A centralized organizational entity responsible for facilitating and coordinating Data Governance and/or Stewardship efforts for an organization. It supports a decision-making group, such as the Data Governance Board and Executive Policy Council.	

## Data Governance Program

Term*	Meaning	Example
<b>Data Model or Data Modeling</b>	Data modeling is a method used to define and analyze data requirements needed to support the business processes of an organization. The data requirements are recorded as a <i>conceptual data model</i> with associated data definitions. Actual implementation of the conceptual model is called a <i>logical data model</i> .	NCES Handbooks, National Education Data Model (NEDM), School Interoperability Framework (SIF), ED Facts, Integrated Postsecondary Education Data System (IPEDS)
<b>Data Owner</b>	The director of the team that has requested collection of a particular set of data or is assigned responsibility for a particular set of data.	Accreditation; School Support/School Improvement; Compliance, Data & Finance; School Choice
<b>Data Privacy</b>	The assurance that a person's or an organization's personal and private information is not inappropriately disclosed. Ensuring data privacy requires access management, security and other data protection efforts.	
<b>Data Request</b>	A request from an internal or external customer for data or information to be supplied in a specified format for a specific reason such as a report, analysis, comparison, research, etc.	
<b>Data Stakeholders</b>	Those who use, affect, or are affected by data. Data Stakeholders may be upstream producers, gatherers or acquirers of information; downstream consumers of information; those who manage, transform or store data; or those who set policies, standards, architectures or other requirements or constraints.	State Superintendent, Assistant Superintendents; Executive Directors; Local Education Agencies; Legislature, CCOSA
<b>Data Steward</b>	The OSDE employee, assigned by the Data Owner, to be responsible for the data related to a specific program area. A business subject matter expert designated and accountable for assisting with definition, analysis, quality, and use of the data as well as documentation of appropriate metadata.	Teaching and Learning Support, Career & Technical Education, Office of Postsecondary & Higher Education
<b>Decision Rights</b>	The system of determining who makes a decision, when, how and under what circumstances. Formalizing Decision Rights is a key function of Data Governance.	
<b>EDEN</b>	Education Data Exchange Network. The online portal used to submit data files for the ED Facts initiative.	
<b>ED Facts</b>	ED Facts is a U. S. Department of Education initiative to put performance data at the center of policy, management and budget decisions for all K-12 educational programs. ED Facts centralizes performance data supplied by K-12 state education agencies (SEAs) with other data assets, such as financial grant information, within the Department to enable better analysis and use in policy development, planning and management.	

## Data Governance Program

Term*	Meaning	Example
<b>Enterprise Architecture (EA)</b>	A comprehensive framework used to manage and align an organization's business processes, IT software and hardware, local and wide area networks, people, operations and projects with the organization's overall strategy. EA is often divided into four domains: Application, Business, Data and Systems.	
<b>Enterprise Data Management</b>	The ability of an organization to precisely define, easily integrate and effectively retrieve data for both internal applications and external communication. The objective is focused on the creation of accurate, consistent and transparent data content. EDM emphasizes data precision, granularity and meaning and is concerned with how the content is integrated into business applications as well as how it is passed along from one business process to another.	
<b>Enterprise Data System</b>	System for effective capture, cleansing, transformation, storage, definition, and use of data.	
<b>Higher Education (Higher Ed)</b>	Education beyond the secondary level. This includes community colleges, technical schools, colleges and universities. Synonym for Postsecondary.	
<b>Information Technology (IT) Governance</b>	The leadership, organizational structures and processes that ensure that the enterprise's IT sustains and extends the enterprises' strategies and objectives.	
<b>Information Architecture</b>	A discipline, process and/or program focusing on the design and organization of data, unstructured information and documents. Can be a synonym for Data Architecture.	
<b>Issue Framing</b>	A process for scoping and defining a problem prior to solving it. How a decision is framed limits the possible choices that are seriously considered.	
<b>Issue Resolution</b>	A structured process for reaching a solution to a problem while considering the needs of all stakeholders. Usually includes an escalation process through the Data Governance hierarchy.	
<b>Master Data</b>	"Nouns" upon which business transactions take action. Master Data describes core entities of an enterprise that are used by multiple business process and IT systems. Synonym for Reference Data.	
<b>Master Data Management</b>	A structured approach to defining and managing an organization's Master Data.	
<b>Memorandum of Understanding (MOU)</b>	A memorandum of understanding is an agreement between two parties in written form that outlines each party's responsibility when sharing data.	
<b>Metadata</b>	Data about data. A term used for data that describes a specific element or set of data. The term refers to all of the characteristics that need to be known about data in order to build databases and applications, and to effectively use data for policy and decision making.	
<b>NCES</b>	National Center for Education Statistics within USED Institute of Education Sciences (IES)	
<b>NCLB</b>	The No Child Left Behind federal legislation signed into law on January 8, 2002.	

## Data Governance Program

Term*	Meaning	Example
<b>Permitted Value</b>	Specific values that may be contained in a field.	LEAVER-REASON-CODE: 01, 03, 16, 24, 60, 66, 78, 81, 82, 83, 85, 86, 87, 98
<b>Risk Management</b>	To assess, minimize and prevent negative consequences posed by a potential threat. Risk may operational, financial, compliance, etc. A key responsibility of Data Governance includes Risk Management.	
<b>Subject Matter Expert (SME)</b>	A business person who has significant experience, responsibility, and knowledge of a given business subject or function.	
<b>USED or ED</b>	United States Department of Education	
<b>Workflow</b>	The movement of data, documents or tasks through a work process. Data Governance programs often address workflows by embedding governance controls (e.g., approvals, decision steps) or by providing governance processes (e.g., issue resolution, change control).	

\*Many items are adapted or copied directly from the Data Governance Institute, LLC.  
(<http://www.datagovernance.com>)